Resident Experience and Access Programme

PSR PAC Meeting

2nd September 2020

Full Business Case

Resident Access Programme

Resident Access is the way Residents access and engage with all services that the Council provides. It involves all the ways Residents can contact the Council: *Digital; Telephone; Mail; and Face-to-Face.*

In February 2019, an outline business case (OBC) was approved which set out a vision for improving the way Residents access services. A second phase of work for a Full Business Case has been completed for approval, which looked at:
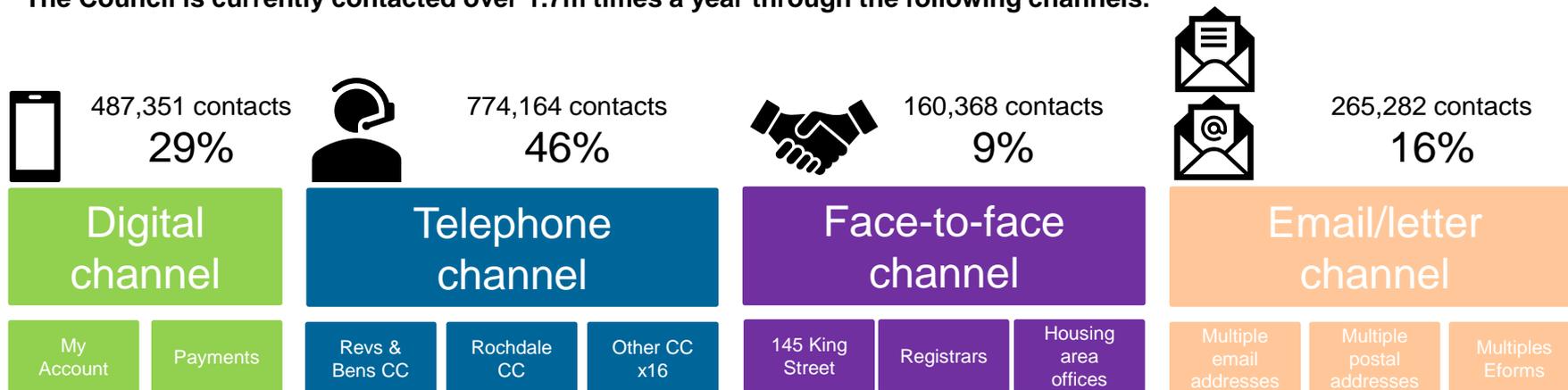
- Design of future operating model for Resident Access
- Design of Resident Journeys for Resident Services and Environment - 1m contacts (called Tranche 1A services).
- Engagement with other services with significant volumes: Environment (remaining services), Housing, Adult Social Care, Economy and Children's Services – accounting for 0.7m contacts (Tranches 1B, 2 & 3).
- Quantification of benefits and investment costs to deliver the changes (including ROI analysis).
- An overall implementation plan to secure the benefits identified in this phase.

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Resident Experience Today

Key findings from the review of Resident Access

- There is very little consistency in the way Resident contact is managed across the Council.
- There are multiple contact centres which deliver different levels of service and experience to Residents.
- Currently there is a very limited digital offer - many services still rely on e-forms, downloadable PDFs and emails to process service requests.
- Digital fulfilment is limited - in many cases requests for service are not integrated into Line of Business systems leading to wide-spread re-keying.
- Many services rely on paper and/or physical infrastructure which many other Councils do not use (for example, paper permits, paper billing, drop off desks etc.).
- Residents normally can't track requests for services digitally resulting in many unnecessary calls into the Council.
- There is an over reliance on non-digital channels for chasing and processing evidence.
- The IT arrangements supporting resident access are complex, fragmented and high cost to deliver.

The Council is currently contacted over 1.7m times a year through the following channels.

487,351 contacts 29%	774,164 contacts 46%	160,368 contacts 9%	265,282 contacts 16%
Digital channel	**Telephone channel**	**Face-to-face channel**	**Email/letter channel**
My Account · Payments	Revs & Bens CC · Rochdale CC · Other CC x16	145 King Street · Registrars · Housing area offices	Multiple email addresses · Multiple postal addresses · Multiples Eforms

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Future Vision

1. **To improve the experience of residents in contacting the Council and deliver the whole enquiry at first point of contact.**
2. **To provide a common customer experience and standard for contacts across all Council services, supported by delivery first time**
3. **To bring more Council services online so that Residents can self-serve from initial contact to fulfilment & move towards digital solutions.**
4. **To provide an Assisted Digital offer along-side consolidated telephone and face to face services where needed**
5. **Realise a range of financial, customer service and reputational benefits for the programme.**

This will involve:

- Implementing largest programme of digital work H&F has ever delivered
- Delivering cultural change in how we interact with our residents/our customers – customer care, delivery right first time
- Offering modern services on-line – such as e-billing
- Offering telephone and tailored face-to-face services for those who need it
- Integrate systems with our 'front door' to reduce inconvenience for customers and improve efficiency
- Automating to improve convenience for residents
- Focusing existing resources and significant additional one- off investment.
- Cumulative savings of £8.5m over 5 years – focusing our resources to support better demand management and income generation

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Vision

Doing things with residents not to them

- A dedicated residents implementation group that will ensure we achieve the very highest standards of digital access for disabled residents and get the pace of change right

- Led by the resident and customer experience and what matters most to them including continued improvement around complaints, enquiries and customer care.

- Access to the Council will become a much more individualised, simpler and smoother experience with customers having their own accounts which are accessible from laptops, tablets and mobiles.

Ruthlessly Financially Efficient

- The programme will help meet RFE through digital development and bringing together services.

- Break down siloed approach joining up to deliver savings and improve resident experience.
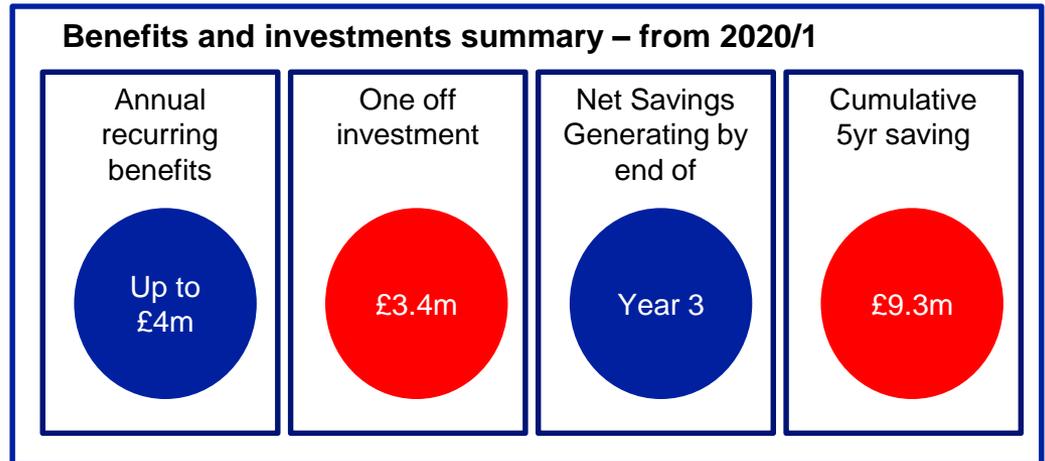
Implementation Plan

- The **first phase of the programme is the transformation of our large scale universal and transactional services**

- **The second phase will turn attention to delivery of more complex services, including access to housing, social care, planning services and adult education and employment services.**

- This second phase of the programme will be essential to the evolution of what we provide as a **compassionate Council, tackling unfairness and promoting prosperity.**

Full Business Case Benefits
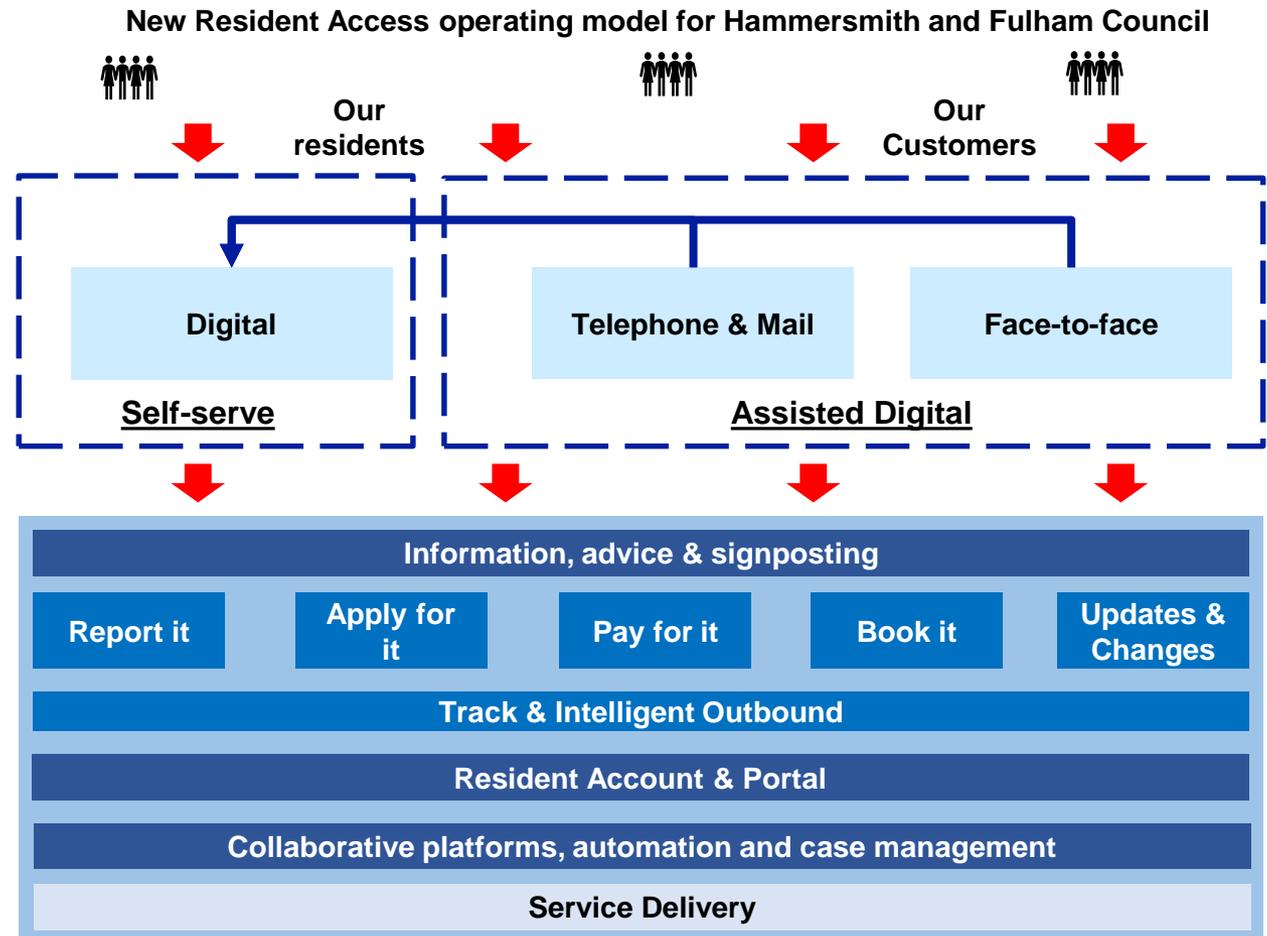
Forecast benefits

- We have identified benefits of **£1.7m per annum** for Tranche 1A and we continue to forecast benefits of up to **£2.35m per annum in Tranches 1B, 2 and 3.**

- Engagement work with Tranches 1B, 2 and 3 services suggests there are significant opportunities for digitization and consolidation of resident contact. Care needs to be taken to ensure a consistent approach to benefit realisation.

- One-off **investment of £3.4m to realise the benefits.**

- **Over a five-year period the cumulative saving is £9.3m** using the top (most expensive) investment range.

Benefits and investments summary – from 2020/1

Annual recurring benefits	One off investment	Net Savings Generating by end of	Cumulative 5yr saving
Up to £4m	£3.4m	Year 3	£9.3m

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Future Operating Model

The Resident Access programme will deliver:

✓ A new operating model for Resident contact including a consolidated contact centre to support telephony and face-to-face.

✓ A significantly enhanced digital offer for Residents.

✓ New high quality Assisted Digital services focused on vulnerable groups.

✓ A new, enhanced and consistent Enterprise Architecture across the Council.

New Resident Access operating model for Hammersmith and Fulham Council

Our residents

Our Customers

| Digital | Telephone & Mail | Face-to-face |

Self-serve

Assisted Digital

| Information, advice & signposting |
| Report it | Apply for it | Pay for it | Book it | Updates & Changes |
| Track & Intelligent Outbound |
| Resident Account & Portal |
| Collaborative platforms, automation and case management |
| Service Delivery |

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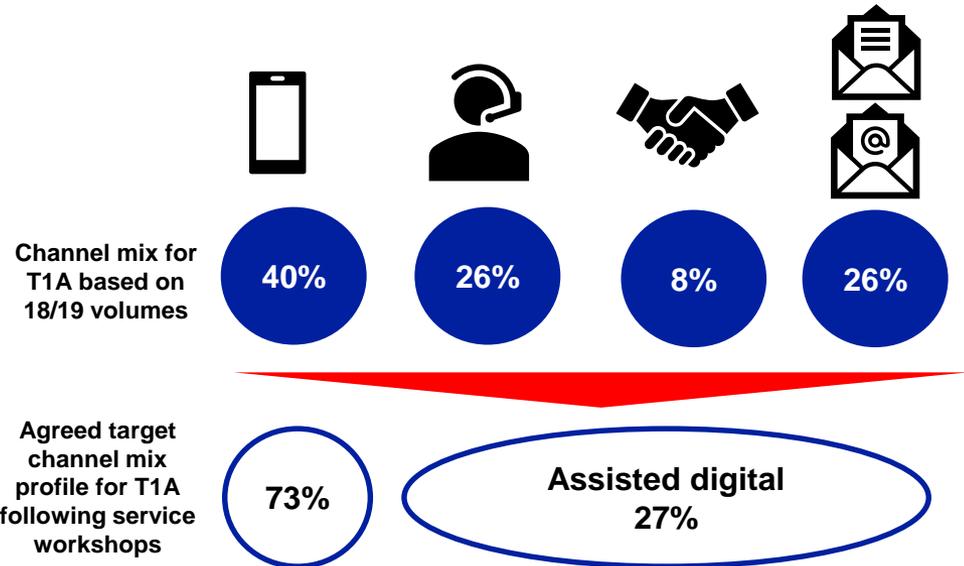
Current and Future Channel mix

The OBC set a target of 60%+ of Resident contacts to be digital channel in the future.

Tranche 1A have high volumes of rules-based transactional volumes. Based on benchmarking, plans are to target a model where 80-90%+ of transactions are digital.

The diagram and table to the right show the target channel mix profile that was agreed for these services following the workshop process.

In the future, we propose that telephone, face-to-face and mail channels will all fall under the 'Assisted digital' banner. This is because the aim is to have a consistent approach and use of systems for Resident Access, whether a Resident is self-serving online, or an officer is helping to do so through any of the other channels.

For Tranches 1B, 2 and 3, the channel mix profile will be revised when they go through the next level of design.

Channel mix for T1A based on 18/19 volumes

40%   26%   8%   26%

Agreed target channel mix profile for T1A following service workshops

73%   **Assisted digital 27%**

Service	Current Channel Mix		Target Channel Mix	
	Digital	Non-Digital	Digital	Non-Digital
Council Tax	53%	47%	80%	20%
Benefits	24%	76%	60%	40%
Business rates	5%	95%	40%	60%
Parking	41%	59%	70%	30%
Permits	31%	69%	80%	20%
Cleaner greener	28%	72%	80%	20%
Accessible transport	0%	100%	70%	30%

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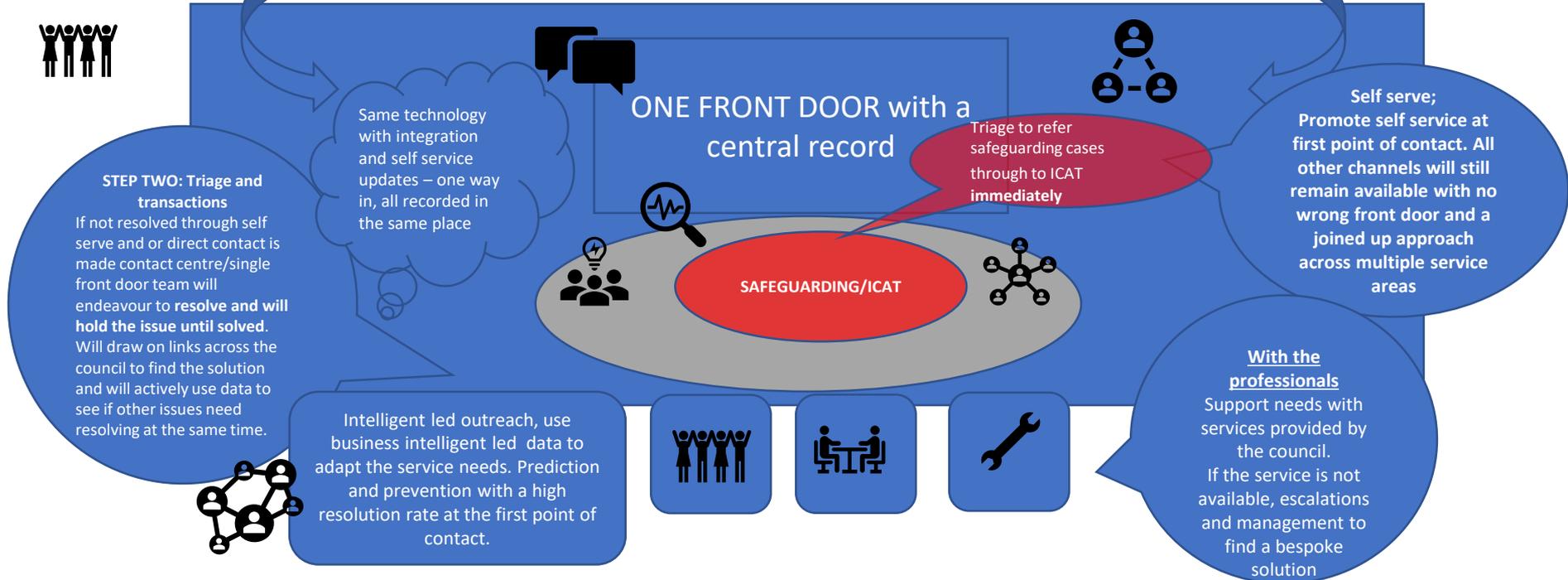
Phase 2 and 3 Services - Design work underway

- This phase of the Resident Access Programme will be sponsored by Lisa Redfern

- Overview business case completed earlier this year has modelled indicative savings in the region of £2m from reduced delivery costs, re-commissioning and improved preventative benefits for this phase of the programme. The development is also key to supporting a wider range of change and savings ambitions across the Council.

- A Cross Council Working Group of senior managers has been established and is being supported by the Council's Recovery Programme.   It has set out this high level design prospect.

- Intelligence and site visits being gathered from key Council's that we can learn from (Islington, Waltham Forest, Barking and Dagenham, Buckinghamshire, Wigan)

- The voice and know how of residents, particularly those with lived experiences of being in need must lead this phase of the programme. Initial members of a dedicated resident implementation group have been recruited and a plan is being put into place to build on this through the wide range of boards and residents groups that are in place including our commissions, tenants and residents associations and third sector boards.

- A technical specification sets out the detailed mapping, design and modelling work required and an in house team to undertake it has been confirmed. The team will work to the above noted resident implementation group.

- Light touch advice and validation of the work will be provided by the consultancy partner being recruited to principally support delivery of phase 1 of the programme.

Target Operating Model

Provide easily accessible self service options, with intelligent forms to complete, signposting users to the right support services, promoting voluntary sector options and mutual aid groups. Contact made through other channels will use the same triage service to identify the need and priority. First choice solution will be to facilitate access to services 'ordinarily available' in the community

One front door for multiple contacts

ONE FRONT DOOR with a central record

Same technology with integration and self service updates – one way in, all recorded in the same place

Triage to refer safeguarding cases through to ICAT immediately

SAFEGUARDING/ICAT

STEP TWO: Triage and transactions
If not resolved through self serve and or direct contact is made contact centre/single front door team will endeavour to **resolve and will hold the issue until solved**. Will draw on links across the council to find the solution and will actively use data to see if other issues need resolving at the same time.

Self serve; Promote self service at first point of contact. All other channels will still remain available with no wrong front door and a joined up approach across multiple service areas

Intelligent led outreach, use business intelligent led data to adapt the service needs. Prediction and prevention with a high resolution rate at the first point of contact.

With the professionals
Support needs with services provided by the council.
If the service is not available, escalations and management to find a bespoke solution

Next Steps

- Funding agreed for interim resources – working on securing these for programme management, technology and digital development

- Report to September Political Cabinet to review the programme and investment prior to October Cabinet

- Delivery phase to commence October 2020